



# How to Create a Successful **Security** Team

Challenges, Threats, Trends & Evolving Nature

Anca Coltescu & Eva Telecka

November 2023, Bucharest - RO

# BIOs

---



Regional Technology Center Lead for the IT Risk Management & Security function, Regional Chief Information Security Officer for the EMEA region

+20 years experience in management



Site Lead for Security Operations Team

+10 years experience in management



# Introduction

---

## Products



- End-Point Security
- Network Security
- Data-Centric Security
- Cloud Security
- Application Security
- Cyber Fusion

## Structure



- Monitoring and support for enterprise-wide security controls
- Tier 2 support of ITRMS managed applications/tools
- 24x7 L1 coverage on fully transitioned platforms
- Project base support for Security Engineering activities

## Projects



- Platform Upgrades, Migration/Implementation H/W Replacement
- Supported 10+ Merck Enterprise Resiliency Projects
- Process Improvement
- Task Automation

## Specialists



- 39 EMEA
- 4 US/North America
- 36 Contractors 24x7



# What helped us to create a successful team ? What is our secret – recipe ?

---

*Thinking about our team as a tribe and creating a team that acts as a team, one in which the members support one another and work together to achieve the results you need.*

This structure is based on the theory that human beings have and will always have an innate need for connection and that people are more motivated when organized into teams that replicate hunter-gatherer groups.



# The Cybersecurity Landscape

---

## Why Cohesive Cybersecurity Teams Matter

### **Unified Response**

Faster, coordinates action against threats

### **Trust & Rapid Decisions**

Quick actions based on mutual trust

### **Moral Support**

Reducing stress and burnout

### **Knowledge Sharing**

Up to date insights on evolving threats

### **Holistic Defense**

Diverse skills addressing all threat angles

### **Clear Communication**

Swift information sharing in crises

### **Efficient Resource Use**

Optimal deployment of skills and tools

### **Proactive Measures**

Anticipating and countering vulnerabilities

### **Innovation**

Collaborative brainstorming for advanced defenses

### **Consistent Training**

Everyone`s on the same page

### **Retention**

Strong team bond reduce turnover





# Why Cohesive Cybersecurity Teams Matter

---

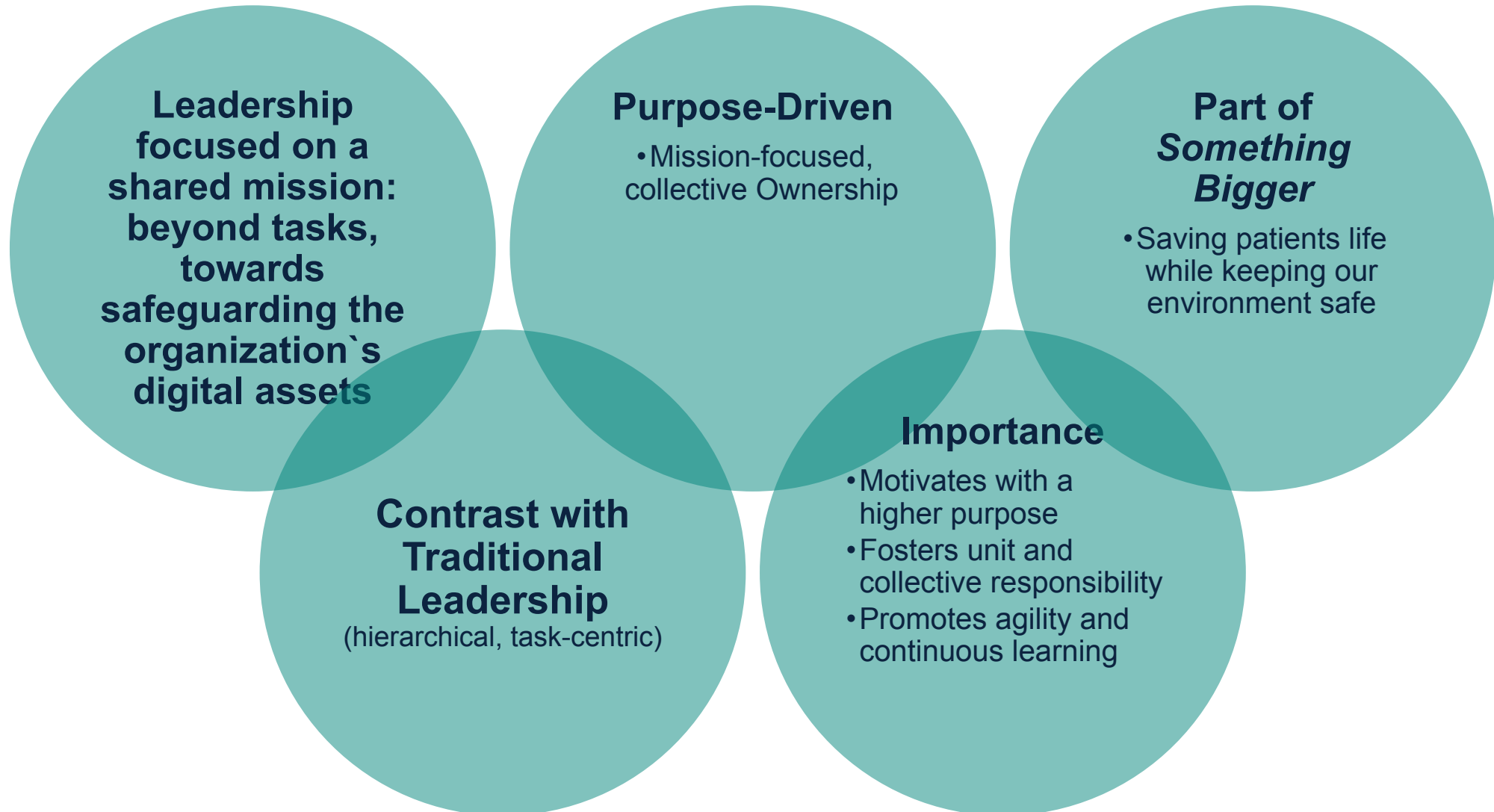
Teamwork and growth mindset are two powerful forces that can help people achieve great things. When people work together with a growth mindset, they can overcome any challenge and achieve their goals.

1. Curious : Always up to date
2. Balanced : Optimize work, skillsets
3. Tribal : Team never quit , everyone knows why he is there and what has to do
4. They know their “why” : One can be motivated by a feather in the hair , another one by singing special songs in front of all team
5. They share their scars : Example is the best way to learn – this is why I am the way I am



# A New Level of Engagement

---



# The Five Tribal Stages in Cybersecurity

---

Stage 1 Mood

**Despairing Hostility Theme**



- Disparate tools, no shared Intelligence

Stage 2 Mood

**Apathetic Victim Theme**



- Recognizing shared threats, beginning of collaboration

Stage 3 Mood

**Lone Warrior Theme**



- A unified approach, but more reactive than proactive

Stage 4 Mood

**Tribal Pride Theme**



- Proactively seeking threat intelligence and sharing it

Stage 5 Mood

**Innocent Wonderment Theme**

- Setting Standards, Spearheading Innovation





# The Self-Aware, Servant Leader

---

Essential for Successful Teams : *"A leader isn't good because they're right. They're good because they're willing to learn and to trust"* 4-star Army Gen. Stanley McChrystal



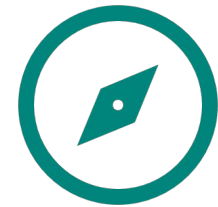
## Empowerment

Understanding and addressing team needs, the leader fosters empowerment and motivation



## Trust

Authenticity in leadership builds trust, a foundation for team cohesion



## Guidance

Uses self-awareness to guide the team through challenges, drawing from both personal experiences and collective feedback

# The Self-Aware, Servant Leader

---

## The Leader as the “Tribe’s Tree”



Like a tree drawing nutrients and giving back to the ecosystem, a leader absorbs feedback and provides resources and support in return, **The Leader** provides

### **Roots**

*Stability and Foundation*

### **Trunk**

*Strong Support*

### **Branches**

*Growth opportunities and direction*

# Challenges and Implications —“Leadership is not about the formal designation given to you by your company, but the mindset you bring to any position you fill” – Clint Bruce, US Navy SEAL



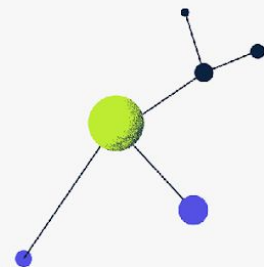
# Conclusion & Key Takeaways

---

1. Cybersecurity is not just about tech but about people
2. A unified team fosters trust, speeds up responses, and ensures every member is invested in the mission
3. Unity in strength – in cybersecurity, a united front is the best defence
4. Adaptability is Crucial – the ability to pivot, learn, and change is vital
5. Shared Purpose Drives Success – A team aligned behind a common mission achieves more



Q  
&   
A





# Thank you

**Merck Co., Inc.**

Copyright © 2022 Merck & Co., Inc., Rahway, NJ, USA and its affiliates. All rights reserved.